



ORGANIZATIONAL DYNAMICS WITH StrengthsFinder® FACILITATION

HELLO!

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INDIANA UNIVERSITY

SCHOOL OF MEDICINE

Ruth Lilly Medical Library

- ❑ Recognize the importance of industry standard tools, such as StrengthsFinder®, to encourage team building.
- ❑ Illustrate the library director's role in the building of an effective team.
- ❑ Discuss strategies to become an effective contributor of a team as a new librarian.
- ❑ Translate the trial program to one's own institution.

BACKGROUND

of RLML and our Organizational Dynamics



- Ruth Lilly Medical Library (RLML), Indiana University School of Medicine, Indianapolis, IN, USA
- New Library Director - January 2014
- Staff Composition
 - 2014 = 21 FTE
 - 2019 = 24 FTE



ORGANIZATIONAL DYNAMICS

The study of how people in a large company or organization behave and react to each other, and of how the organization can be made to work more effectively.

Cambridge Dictionary

Followers' Needs



- ☐ Hope
- ☐ Trust
- ☐ Stability
- ☐ Compassion

<https://news.gallup.com/businessjournal/113542/what-followers-want-from-leaders.aspx>

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WHERE WE'VE BEEN



- ☐ New director = new job = churn
 - ☐ Value prior work
 - ☐ Build relationships (internal and external)
- ☐ Efforts to build team
 - ☐ Communication
 - ☐ Meetings



- ☐ • Staff Retreats and speakers
 - ☐ Plan with purpose
- ☐ • Organizational Dynamics Statements
 - ☐ What environment do you want to work?
 - ☐ How do you want to be treated?
- ☐ • Human Resource Management



- • We will provide library services in an **approachable, competent, consistent, and efficient manner** while adhering to legal and ethical boundaries.
- • We will be **accountable** for our commitments by giving, receiving, and seeking **constructive feedback**. We will nurture and encourage a **collaborative and supportive work culture** that values the practice of life-long learning to develop personal and professional competencies.
- • We will expect of ourselves and others **visionary and compassionate leadership** that focuses on the mission of the library and the IU School of Medicine. We will demonstrate **civility and respect** to all regardless of their role or status.
- • We will **communicate** in a manner that is clear, timely, professional and respectful. We will be **open-minded** in our communications with others and assume they have good intentions.

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WHERE WE ARE TODAY



STAFF COMPOSITION

- ▣ 24 FTE Total
- ▣ 13 Librarians
- ▣ 2 Librarian vacancies

IU ENGAGEMENT SURVEY

- ▣ Gallup Q12 questionnaire
- ▣ Replicated IU for RLML
- ▣ Included some free response

StrengthsFinder®

- ▣ Gallup questionnaire
- ▣ Identify top 5 strengths
- ▣ Facilitator

“

*“Since the greatest room for each person’s growth is in the areas of his greatest strength, **you should focus your training time and money on educating him about his strengths and figuring out ways to build on these strengths** rather than on remedially trying to plug his ‘skill gaps.’ You will find that this one shift in emphasis will pay huge dividends.”*

- Donald Clifton

Buckingham M, Clifton DO. *Now, Discover Your Strengths*. Simon & Schuster; 2001.

ENGAGEMENT SURVEY



Q##	Question	RLML Score	RLML percentile rank	IUPUI	IUPUI percentile rank
Q00	Overall Satisfaction	4.32	92	3.92	39
Q01	Know What's Expected	4.16	17	4.24	30
Q02	Materials and Equipment	4.32	88	4.08	46
Q03	Opportunity to do Best	4.11	65	3.86	33
Q04	Recognition	3.37	38	3.16	22
Q05	Cares About Me	4.21	58	4.08	37
Q06	Development	4.37	97	3.58	26
Q07	Opinions Count	3.95	81	3.53	29
Q08	Mission/Purpose	4.26	80	3.75	26
Q09	Committed to Quality	4.37	90	3.9	30
Q10	Best Friend	2.8	3	2.94	13
Q11	Progress	4.21	86	3.32	18
Q12	Learn and Grow	4.53	98	3.74	26
	Overall	4.05	75	3.68	24



IMPROVEMENTS

- ☐ Communication
- ☐ Stabilization
- ☐ Differing needs of staff



OBSTACLES

- ☐ None
- ☐ Communication



CONTRIBUTING

How can new hires become effective contributors?



JOB DESCRIPTION

- Core elements
- Open to areas of specialty
- New hire to make it their own



FAMILIARIZE

Learn about:

- RLML org dynamics
- RLML mission/values
- IUSM mission/values



JUMP IN

- More tasks than people
- Turnover left gaps
- New hire contributes where skills are needed



- ☐ • RESPOND to feedback in survey
 - ☐ Change meeting structure
 - ☐ Monthly social events
- ☐ • MAINTAIN “Strengths” in forefront
 - ☐ Recurring activities once per month
- ☐ • FOLLOWUP next year
 - ☐ University sponsored survey



- • Investigate campus resources
- • Manage up
- • Receive and use feedback
- • Gain internal buy-in
- • Generate organizational values together
- • Use an industry-standard tool to increase awareness

THANKS!

Any questions?

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